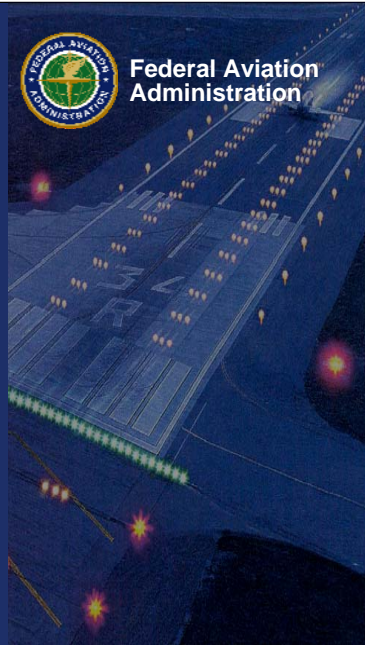


# Airport Congestion

## ARPT-1 New and Extended Runways

Michael O'Harra & Ben DeLeon  
May 2006



## ARPT-1 New and Extended Runways

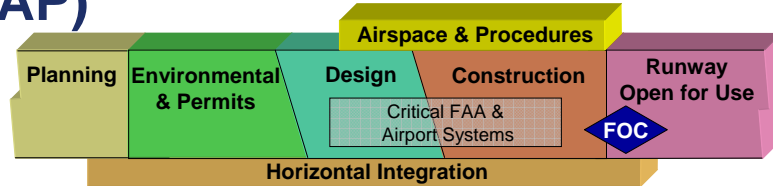
- Key contributors to capacity growth and improvements in throughput within the NAS
- FAA established commitment and accountability for critical new runway projects in 2001. This commitment is renewed each year through the Agency Flight Plan:
  - *“Ensure that all necessary facilities, equipment, procedures, airspace changes, and staffing are in place at the time needed to meet new runway capability commitments established in partnership with stakeholders”*



### Notes:

New runways, runway extensions and airfield reconfigurations are key contributors to capacity growth and improvements in throughput within the National Airspace System

# Runway Template Action Plan (RTAP)



- **Cross-organizational effort to help FAA and stakeholders collaboratively manage complex projects**
- **Comprehensive, consistent generic runway project schedule applied individually to each runway project**
- **Accountable organization, dates and interdependencies are defined at the task level**
- **Schedule spans from initial planning through delivery of full operational capability commitment**
- **Integrates systems checklists and schedules for all required facilities**

## Notes:

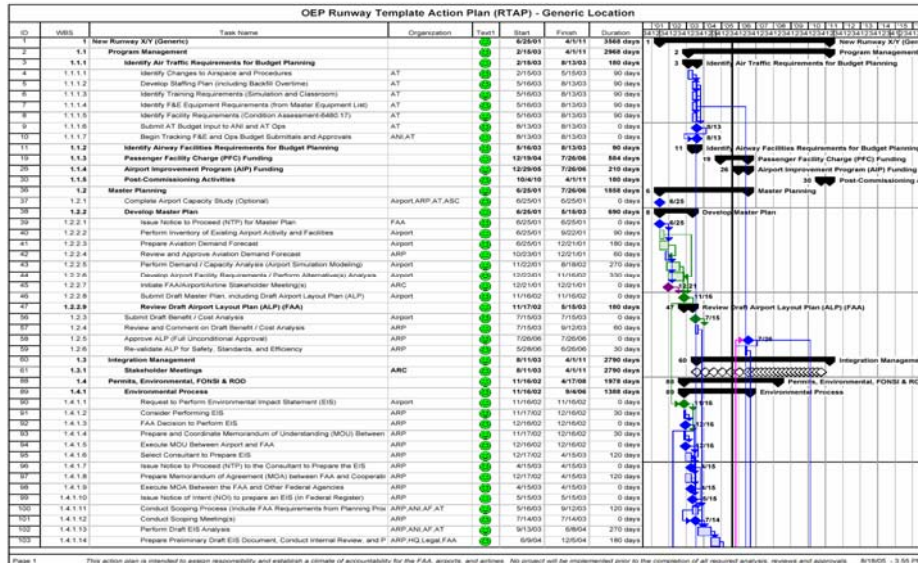
We use the Runway Template Action Plan (RTAP) process to help manage these commitments. The RTAP creates a project-specific schedule of activities that is used at regular meetings of stakeholders, including FAA, airlines, and the airport sponsor. The RTAP identifies a consistent approach to building new runways, and clearly communicates the expectations and accountability for all stakeholders.

- **Defines accountable organization, dates and interdependencies for each task**
- **Spans from initial planning through runway commissioning**
- **Integrates systems checklists and schedules for all required facilities**

### **Scope:**

- "...all necessary facilities, equipment, procedures, airspace changes, and staffing in place..."
- Any activities or waivers required to meet the Full Operational Capability commitment
- The expectation that stakeholders will establish a schedule for their activities and periodically report progress and any issues to the Agency

# Generic RTAP



Airport Congestion  
May 2006



Federal Aviation  
Administration

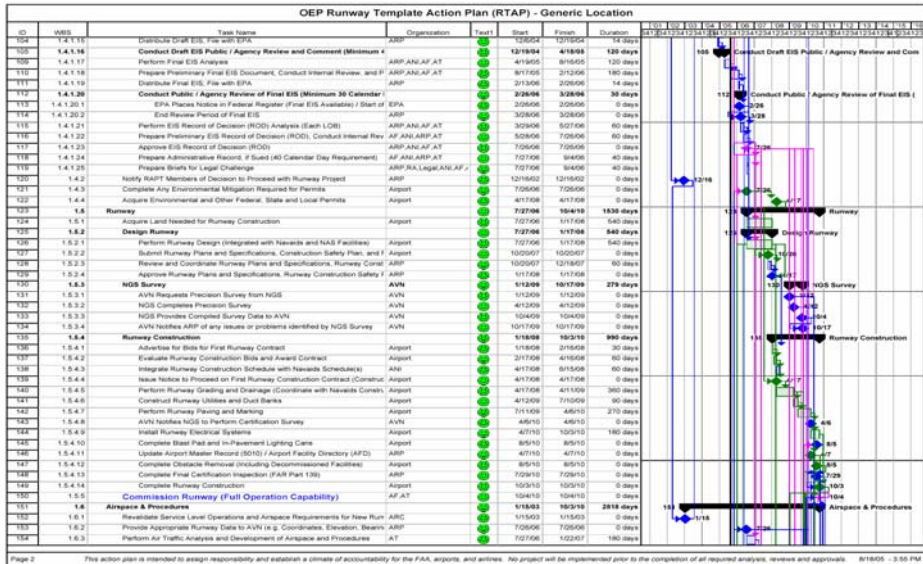
4

## Notes:

As an example the RTAP for the new runway in Denver has:

- 290 tasks assigned to a dozen FAA organizations as well as to airport and airline stakeholders, including 364 task interdependencies
- Here we see the first set of the highest level tasks in the RTAP...Master Plan, Environmental, Design, various budgeting and survey activities....
- ...and then we see the next set of construction activities, tasks associated with developing, approving and charting procedures, training, and commissioning the runway....
- ...and finally we see a detailed look at one of the schedules for a system that is critical to full operational capability
- As you view the following four pages, you can see the level of detail provided in the schedule (funding, design, site survey, land leases, environmental, construction, installation, testing, training, flight inspection, and commissioning).
- You can imagine that, before the RTAP, it was difficult to identify the relationships between tasks (which often cross organizational boundaries) or to track the critical path for the entire runway project.

# Generic RTAP



Airport Congestion  
May 2006



Federal Aviation  
Administration

OEP Runway Template Action Plan (RTAP) - Generic Location									
ID	AMIS	Task Name	Organization	Start	Stop	Finish	Duration		
105	8.4	Review Relationship of Airspace and Procedures to National Airspace Rules	AT	10/20/07	12/30/06	100 days			
106	8.5	Decision and Notification of Airspace and Procedure Requirements	AT	10/20/07	10/20/07	0 days			
107	18.4	Evaluate and Modify Terminal Airspace (if Applicable)	AT	10/30/07	10/30/07	0 days			
108	18.6.1	Define General Airspace Requirements	AT	10/30/07	5/23/08	120 days			
109	18.6.2	Conduct Preliminary Aeronautical Study	AT	5/30/07	8/30/07	90 days			
110	18.6.3	Holdings/Arrival Approval to Regal Public Process	AT	9/18/07	9/18/07	0 days			
111	18.6.4	Establish Ad hoc Airspace Study	AT	9/30/07	10/16/07	30 days			
112	18.6.5	Refine Airspace and Conduct Informal Airspace Meetings	AT	10/20/07	1/17/08	90 days			
113	18.6.6	Conduct Formal Aeronautical Study	AT	1/18/08	2/16/08	30 days			
114	18.6.7	Prepare and Circulate Notice of Proposed Rulemaking	AT	2/17/08	3/17/08	30 days			
115	18.6.8	Get Comments and Write Final Airspace Rule	AT	3/18/08	6/15/08	90 days			
116	18.6.9	Publish Final Airspace Rule	AT	6/15/08	7/15/08	30 days			
117	18.6.10	Chart Airspace (Class E or G)	AT	7/16/08	7/16/08	90 days			
118	18.7	Update Feasibility Study for Instrument Flight Procedures	AVN	2/21/10	3/30/10	28 days			
119	18.7.1	Conduct Feasibility Study for Instrument Flight Procedures	AVN	2/21/10	3/30/10	14 days			
120	18.7.2	Identify Instrument Flight Procedures Waivers (IDRPs)	AVN	3/30/10	3/30/10	14 days			
121	18.8	Complete Obstruction Survey (Existing Structures in Final Approach Area)	Avport	12/8/09	12/8/09	0 days			
122	18.9	Provide Survey and Certification of Airspace Steps to Avn	Avport	8/5/10	8/5/10	0 days			
123	18.9.1	Develop and Deliver Controller Training Program	Avport	4/23/10	7/23/10	90 days			
124	18.9.2	Chart Airspace (Class E or G)	AVN	7/23/10	9/18/10	90 days			
125	18.10	Standard Terminal Arrival (STARs) and Departure Instrument Procedures	AVN	1/12/10	10/3/10	261 days			
126	18.10.1	Initiate Development of STARs and Departure Instrument Procedures	AVN	1/12/10	1/12/10	0 days			
127	18.10.2	Design STARs and Departure Instrument Procedures	AVN	1/12/10	4/25/10	104 days			
128	18.10.3	Complete Flight Check of STARs and Departure Instrument Procedures	AVN	6/21/10	6/21/10	0 days			
129	18.10.4	Send STARs and Departure Instrument Procedures to AT-100/FACD	AVN	6/22/10	6/22/10	0 days			
130	18.10.5	Issue Terminal Letter for STARs and Departure Instrument Procedures	AT	8/30/10	8/30/10	0 days			
131	18.10.6	Publish STARs and DTP Charts	AVN	10/3/10	10/3/10	0 days			
132	18.11	Standard Instrument Approach Procedures (SIAPs)	AVN	2/21/10	2/21/10	226 days			
133	18.11.1	Initiate Development of Standard Instrument Approach Procedures (SIAPs)	AVN	2/21/10	2/21/10	0 days			
134	18.11.2	Initiate Civil Chart Checklist	AVN	2/21/10	2/21/10	0 days			
135	18.11.3	Design Standard Instrument Approach Procedures (SIAPs) to AT-100/FACD	AVN	2/21/10	7/4/10	136 days			
136	18.11.4	Send Standard Instrument Approach Procedures (SIAPs) to AT-100/FACD	AVN	7/4/10	7/4/10	0 days			
137	18.11.5	Flight Check of Standard Instrument Approach Procedures (SIAPs) and New	AVN	8/19/10	8/19/10	0 days			
138	18.11.6	Approve AD Operations, NCA's, and Modifications to Airport Design Standard	AT, AF, JPS/AF	8/24/10	8/24/10	0 days			
139	18.11.7	Send 6280 20 Standard to AT-100 for Approaches and Cat II & S	AVN	8/24/10	8/24/10	0 days			
140	18.11.8	Issue Terminal Letter for Standard Instrument Approach Procedures (SIAPs) and	AVN	9/30/10	9/30/10	0 days			
141	18.11.9	Chart Publication for Standard Instrument Approach Procedures (SIAPs) and	AVN	10/3/10	10/3/10	0 days			
142	18.14	Cat II / Cat III Charting	AVN	6/29/10	10/3/10	98 days			
143	18.14.1	Send 6280 20 Standard to AT-100 (Cat II & S)	AVN	6/29/10	6/29/10	0 days			

# Generic RTAP

ID	WBS	Task Name	Organization	Task ID	Start	Finish	Duration	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
203	1.7.4	Video Map Changes (Radar, ASDE, TISR, WSP, and TWSB)	AT	10509	10/5/09	10/5/09	0 days																									
204	1.7.4.1	Order Video Maps	AT	10509	10/5/09	10/5/09	0 days																									
205	1.7.4.2	Video Maps Available for Installation	AT	10510	10/11/10	10/11/10	0 days																									
206	1.7.4	Approve Low Weather Operations for the Runway	AFB	80910	8/29/10	8/29/10	0 days																									
207	1.7.5.1	Approve Cat II Checklist	AFB	80910	8/29/10	8/29/10	0 days																									
208	1.7.5.2	Approve Cat II Checklist	AFB	80910	8/29/10	8/29/10	0 days																									
209	1.7.6	Request Cat II Use of New Runway (Users)	AN	80910	8/29/10	8/29/10	0 days																									
210	1.7.7	Request Cat II Use of New Runway (Users)	AN	80910	8/29/10	8/29/10	0 days																									
211	1.7.8	--- This is the Master Schedule For Each Required System (e.g. VOR, New		10709	4/1/11	8/15/11	815 days																									
212	1.7.8.1	Funding for Equipment Approval	AN	50709	5/7/09	5/7/09	0 days																									
213	1.7.8.2	Funding for Construction and Installation Approval (Obtained via reimburse	AN	50709	5/7/09	5/7/09	0 days																									
214	1.7.8.3	Establish Reimbursement Agreement, if Needed	AF Airport/LARC	10709	5/6/09	1/20/10	120 days																									
215	1.7.8.4	Perform Civil Design Engineering (Integrate with Runway Design)	AN	50709	1/10/09	1/10/09	0 days																									
216	1.7.8.5	Airport (Non-Federal) Program Requirements		11409	7/16/10	7/16/10	253.47 days																									
217	1.7.8.5.1	Initiate Non-Fed Takeover Request (Airport)	AF Airport	71610	7/16/10	7/16/10	0 days																									
218	1.7.8.5.2	Identify Specific Navstar Equipment (Airport), along with Source and	Airport	11409	1/9/10	1/9/10	0 days																									
219	1.7.8.5.3	Determine Necessary Operational AF Equipment, Test & Work, Spar	AF	11409	1/9/10	1/9/10	0 days																									
220	1.7.8.5.4	Submit Non-Fed Package	Airport	1/9/10	1/9/10	1/9/10	0 days																									
221	1.7.8.5.5	Review Non-Fed Package	AF	1/9/10	3/4/10	4/10/10	60 days																									
222	1.7.8.5.6	Request Navstar Frequency (AF for Airport)	AF	1/10/10	7/9/10	7/9/10	180 days																									
223	1.7.8.5.7	Approve Navstar Frequency (AF)	AF	7/9/10	7/9/10	7/9/10	0 days																									
224	1.7.8.5.8	Approve Non-Fed Package	AF	7/9/10	7/9/10	7/9/10	0 days																									
225	1.7.8.5.9	Recover and Obtain Identifiers for Runway, New Facilities	AF Airport	7/9/10	7/16/10	7/16/10	5 days																									
226	1.7.8.6	F&E Program Requirements (Federal and Non-Federal)		82209	4/1/11	8/15/11	849 days																									
227	1.7.8.6.1	Identify Specific Equipment Requirements (FAA), along with S	AT	81609	3/17/10	3/17/10	0 days																									
228	1.7.8.6.1.1	Determine Necessary AT Hardware and Software Adaptations (i	AT	1/17/10	3/17/10	3/17/10	60 days																									
229	1.7.8.6.1.2	Determine Necessary Operational AF Equipment, Test & Work, Spar	AT/AF	91609	11/17/09	11/17/09	60 days																									
230	1.7.8.6.2	Perform Site Survey and Make Site Selection	AN	62209	7/6/09	7/6/09	14 days																									
231	1.7.8.6.3	Complete Site Selection	AN	7/6/09	7/6/09	7/6/09	0 days																									
232	1.7.8.6.4	Determine Impact of Decommissioned Facilities on Runway Comm	AF/AN	8/6/10	8/6/10	8/6/10	60 days																									
233	1.7.8.6.5	Initiate Procurement Request for Land Leases(s)	AN	8/6/09	8/6/09	8/6/09	0 days																									
234	1.7.8.6.6	Execute Land Leases(s)	AN/ARC	8/6/09	1/10/09	1/10/09	90 days																									
235	1.7.8.6.7	Identify and Process NAB Change Proposals (NCPs), if Required	AN	7/6/09	1/10/09	1/10/09	120 days																									
236	1.7.8.6.8	Approve NAB Change Proposal (NCP) (LOB)	AF	1/10/09	1/10/09	1/10/09	0 days																									
237	1.7.8.6.9	Initiate Procurement Request for Power Service	AN	9/4/09	9/4/09	9/4/09	0 days																									
238	1.7.8.6.10	Prepare and Execute Contract for Power Service	AN/ARC	9/4/09	1/10/09	1/10/09	60 days																									
239	1.7.8.6.11	Determine Requirements for Environmental Assessment (EA) and Ai	AF/AN	7/6/09	1/10/09	1/10/09	120 days																									
240	1.7.8.6.12	Determine Requirements for HAZMAT and OSHA and Accomplish E	AF/AN	7/6/09	1/10/09	1/10/09	120 days																									
241	1.7.8.6.13	Request and Obtain Approval for Non-Running Action (NRA) Help	AN/AF/AN	1/11/10	3/16/10	3/16/10	30 days																									
242	1.7.8.6.14	Perform Electronic Engineering (Engineer Approved Frequencies)	AN	11/16/09	1/16/10	1/16/10	60 days																									
243	1.7.8.6.15	Request and Receive TELCO Service	AN	1/17/10	7/16/10	7/16/10	180 days																									
244	1.7.8.6.16	Request and Obtain Frequencies (Navstar, New Positions, Comm, s	AN	11/16/09	8/16/10	8/16/10	180 days																									
245	1.7.8.6.17	Submit Facilities Data to National Flight Data Center (NFA-100)	AN	3/21/10	3/21/10	3/21/10	0 days																									
246	1.7.8.6.18	Initiate Request for Instrument Approach Procedures for Facilities (e	AN	3/21/10	3/21/10	3/21/10	0 days																									
247	1.7.8.6.19	Initiate Request for AF Training on New Equipment, if Required	AF	6/16/10	6/16/10	6/16/10	0 days																									
248	1.7.8.6.20	Order Equipment (Operational, Working, Spare, Test)	AN/Airport	3/16/10	4/16/10	4/16/10	30 days																									
249	1.7.8.6.21	Equipment Delivery	AN/Airport	5/17/10	5/17/10	5/17/10	0 days																									
250	1.7.8.6.22	Initiate Procurement Request for Construction Contract(s)	AN	1/10/09	1/10/09	1/10/09	0 days																									

Page 4 This action plan is intended to assign responsibility and establish a climate of accountability for the FAA, airports, and airlines. No project will be implemented prior to the completion of all required analysis, reviews and approvals. 8/16/09 - 3:55 PM



# Generic RTAP

ID	WBS	Task Name	Organization	Start	Finish	Duration	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
101	1.7.8.2.3	Prepare, Solicit, Evaluate, and Award Contract for AF Facilities (P)	ARC/AF	1/10/10	1/10/10	0 days																					
102	1.7.8.2.4	Safety Security Requirements (e.g. Perform Contractor Background)	ARC/Security	1/10/10	1/10/10	30 days																					
103	1.7.8.2.5	Contractor Requests and Obtain All Necessary Local and Airport W	ANI	1/11/10	2/15/10	30 days																					
104	1.7.8.2.6	Issue Notice To Proceed (NTP) for Construction	ANI/ARC	2/16/10	2/16/10	0 days																					
105	1.7.8.2.7	Perform Construction - AF Facilities/Plants	ANI	2/16/10	5/16/10	90 days																					
106	1.7.8.2.8	Contractor Acceptance Inspection (CAI)	ANI	5/11/10	5/17/10	0 days																					
107	1.7.8.2.9	Installation of Electronics / System Tune-up	ANI	5/11/10	7/16/10	60 days																					
108	1.7.8.3.0	Navalists Ready for Flight Inspection	ANI	7/16/10	7/16/10	0 days																					
109	1.7.8.3.1	Conduct Training (Operations and Maintenance)	ANI	6/16/10	7/16/10	30 days																					
110	1.7.8.3.2	Complete Training Operations and Maintenance	ANI/AF	7/16/10	7/16/10	0 days																					
111	1.7.8.3.3	Complete Flight Check (for Required System e.g. ABR-S) (See Note)	ANI/AVN	7/16/10	7/16/10	0 days																					
112	1.7.8.3.4	Joint Acceptance Inspection (JAI)	ANI/AF	7/16/10	7/16/10	0 days																					
113	1.7.8.3.5	System Commissioning (for Required System)	AF/AF	7/16/10	7/16/10	0 days																					
114	1.7.8.3.6	Prepare and Complete Transfer Agreement for Non-Fed Facilities	AF/Airport	1/12/11	4/1/11	80 days																					
115	1.7.9	Additional Copies of Master Schedule		1/7/09	4/1/11	816 days																					
116	1.8	Airfield Facilities (non-FAA)		6/16/03	4/1/11	2616 days																					
117	1.8.1	SMOCS Requirements		6/16/03	7/14/03	60 days																					
118	1.8.1.1	Identify SMOCS Requirements (From ALP Process)	Airport	5/15/03	5/15/03	0 days																					
119	1.8.1.2	Review SMOCS Ops Requirements (Each LOB)	AFS	5/16/03	7/14/03	60 days																					
120	1.8.2	Develop SMOCS Plan		7/26/06	1/22/07	180 days																					
121	1.8.2.1	Convene SMOCS Workshop	Airport	7/26/06	7/26/06	0 days																					
122	1.8.2.2	Develop SMOCS Plan (i.e. Procedures, Taxi Chart, etc.)	Airport	7/27/06	1/22/07	180 days																					
123	1.8.3	SMOCS Approval Process		8/7/10	8/28/10	114 days																					
124	1.8.3.1	Submit & Review SMOCS Plan & Taxi Chart	AFS	8/7/10	7/5/10	60 days																					
125	1.8.3.2	Approve SMOCS Plan and Taxi Chart	AFS	7/5/10	7/5/10	0 days																					
126	1.8.3.3	Perform SMOCS On-Site Inspection (with All LOBs)	AFS	7/26/10	7/26/10	1 day																					
127	1.8.3.4	Prepare Final Taxi Chart	Airport	7/26/10	8/26/10	30 days																					
128	1.8.3.5	Publish Taxi Chart	Airport	8/26/10	8/26/10	0 days																					
129	1.8.3.6	Approve SMOCS Operations	AFS	8/26/10	8/26/10	0 days																					
130	1.8.4	--- This is the Master Schedule For Each Required non-FAA Airfield Project		1/7/09	4/1/11	816 days																					
131	1.8.5	--- This is the Master Schedule For Each Required non-FAA Airfield Project		1/7/09	4/1/11	816 days																					
132	1.8.6	--- This is the Master Schedule For Each Required non-FAA Airfield Project		1/7/09	4/1/11	816 days																					

Page 5 This action plan is intended to assign responsibility and establish a climate of accountability for the FAA, airports, and airlines. No project will be implemented prior to the completion of all required analysis, reviews and approvals. 8/18/08 - 3:55 PM





# ARPT-1: New and Extended Runways

- **Criteria for New and Extended Runways in the OEP**
  - Must be at one of 35 OEP airports
  - Agreement (FAA and Airport Sponsor) on dimensions, timing, alignment, and planned use of the runway
  - Environmental Impact Statement Record of Decision (ROD) issued
- **RTAP Coordination (OEP Associates Team, Horizontal Integration Team, and stakeholders)**
  - Runway commissioning date and “full operational capability” definitions establish the OEP RTAP commitment
  - Ongoing quarterly RTAP program management cycles
    - Progress compared against commitments
    - Proposed schedule changes are discussed
    - The team works together to identify and minimized any impacts



## Notes:

### Criteria:

- **Runway must be at one of the 35 OEP airports**
- **The FAA and Airport Sponsor must have agreement on the dimensions, timing, alignment, and planned use of the runway**
- **There must be an EIS Record of Decision issued for the project**

Upon agreement of OEP Associates Team, Horizontal Integration Team (HIT team), and stakeholders, the runway commissioning date and “full operational capability” definitions establish the OEP RTAP commitment

Ongoing RTAP Program Management Cycles are conducted quarterly, in partnership with Airport Sponsor and Airline stakeholders

- Progress on an extensive set of tasks is compared against commitments
- Accomplished tasks are reported as completed
- Issues and proposed schedule changes are discussed in a corporate environment so any associated impacts can be identified and minimized
- Any unresolved issues are documented and elevated

## RTAP Successes

- Better understanding of the process; fewer surprises
- Cross-organizational teams with common goals and team leaders focused on the big picture
- Advanced planning, coordination and budgeting, with linkages to Flight Plan
- Clear communication of expectations
- Accountability for commitments (Failure is not an option)
- Ongoing reviews to evaluate results
- Early identification of issues and corporate development of mitigation strategies
- Strong support from the highest management levels
- Since RTAPs were created 4 <sup>3</sup>/<sub>4</sub> years ago, no runway commissioning date changes caused by FAA activities



# ARPT-1 Changes Since OEP v7

- Dulles runway 1L/19R returned to OEP after Record of Decision (ROD) was issued
- First new O'Hare Modernization Program runway 9L/27R added to OEP
- OEP runway focus expanded to include delay reduction and safety initiatives
  - LAX runway 7R/25L and new center taxiway
  - PHL runway 17/35 extension



## Notes:

IAD: New runway 1L / 19R will allow dependent approaches under CAT I IFR conditions upon runway commissioning on 11/20/08. The runway will be upgraded to Cat II/III upon successful completion of the ILS burn-in requirement.

### ORD:

- 11/08: New runway 9L/27R commissioned with Cat I on both ends and with interim Air Traffic procedures / infrastructure in place to utilize the runway until the North ATCT is commissioned (Interim Operational Capability)
- 07/09: Target for completion of Cat II/III burn-in and commissioning of Cat II/III ILS on both ends of runway 9L/27R
- 10/09: North ATCT commissioned, providing maximum runway utilization efficiency (Full Operational Capability)

### LAX:

- The runway 7R/25L relocation is to accommodate construction of a center taxiway for increased safety.
- No changes to runway capacity, installed navigation, or procedures are planned.
- The runway will commission with Cat I capability on 1/18/07 and will be upgraded to Cat II/III upon successful completion of the ILS burn-in requirement.

PHL: The runway extension will allow precision approaches to Rwy 17 and VFR approaches to Rwy 35 on 12/20/07.

# Four New Runways!



**St. Louis (STL) Runway 11/29**  
**Commissioned 4/13/06**



**Minneapolis (MSP) Runway**  
**17 / 35 - Commissioned 10/27/05**



**Atlanta (ATL)**  
**Runway**  
**10 / 28 -**  
**Commissioned**  
**5/15/06**



# Progress

- **4 Record of Decisions Issued: FY05 & Early FY06**
  - Philadelphia (PHL) Extension – April 2005
  - Los Angeles (LAX) Reconfiguration – May 2005
  - Chicago O'Hare (ORD) Reconfiguration – Sept 2005
  - Washington Dulles (IAD) – October 2005



# Accomplishments

- **12 new runways opened in last 7 years**
  - 20 miles of pavement
  - Potential to accommodate almost 1.4 million more operations
  - Decrease average delay per operation by about 4 minutes
- **6 runway projects to open in next 3 years**
  - 8 more miles of pavement
  - Potential to accommodate about 578,000 more operations
- **7 with Planning/Environmental Underway**
  - 4 EISs underway or beginning shortly
  - 3 Planning Studies underway



## Notes:

In last 7 years, 11 new runways have opened.

19 miles of pavement

Potential to Accommodate almost 1.4 million more operations

Decrease average delay per operation by about 4 minutes

Currently, there are 7 OEP projects underway including:

5 New Runways, 1 Extension, & 1 Replacement

Of these 7, 5 are under construction & 2 will begin construction shortly

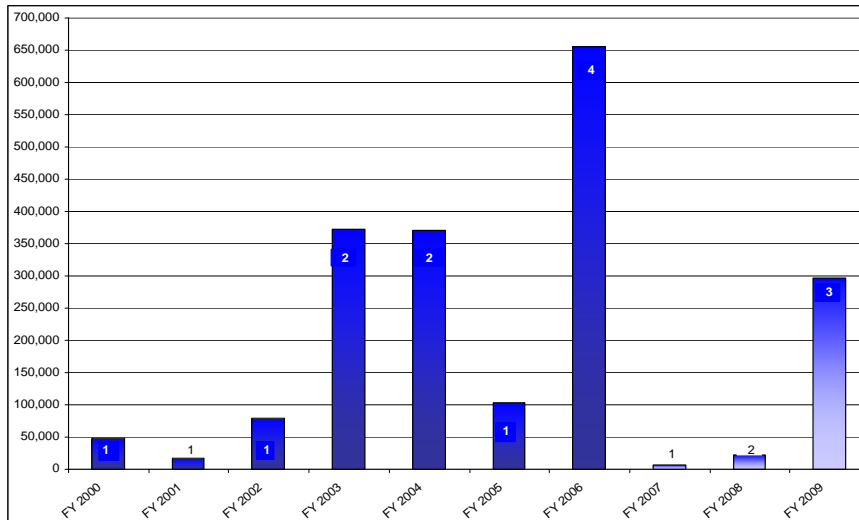
The next wave of projects include

5 Environmental Impact Studies (EISs) underway or will be shortly: FLL, PHL, CLT, Peotone, and Ivanpah

2 Planning Studies: Portland (extension), San Diego

# New Runway Benefits

Ability to Accommodate More Annual Operations



Airport Congestion  
May 2006



Federal Aviation  
Administration

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## Notes:

<u>Runways</u>		
<u>Year</u>	<u>Commissioned</u>	<u>Location</u>
FY 2000	1	PHL
FY 2001	1	PHX
FY 2002	1	DTW
FY 2003	2	DEN, MIA
FY 2004	2	IAH, MCO
FY 2005	1	CLE
FY 2006	4	MSP, CVG, STL, ATL
FY 2007	1	BOS
FY 2008	2	PHL, LAX
FY 2009	3	SEA, IAD, ORD